

2015 City of Walla Walla Excellence: Employee Self Assessment

December 2015



Study Goals

- Explore employee satisfaction and organizational performance from an employee perspective
- Utilize the National Institute of Standards and Technology's National Baldrige Award standardized self-assessment instrument to support planning decisions in these seven areas:
 - Category 1: Leadership
 - Category 2: Strategic Planning
 - Category 3: Customer Focus
 - Category 4: Measurement, Analysis, and Knowledge Management
 - Category 5: Workforce Focus
 - Category 6: Operations Focus
 - Category 7: Results
- Compare scores to 2013 employee assessment

Methodology

- Sent four email messages in November and December 2015 to City employees
- Solid response from 205 employees out of 270 giving a response rate of 76%
 - 2013 = 194 responses, 73% response rate, +/- 3.5% margin of error
- Conventional margin of error of +/- 3.4% at the 95% confidence

Bottom Line

- Walla Walla Employee Satisfaction score improved from 2013
 - 2015 = 77
 - 2013 = 76
- Comparable scores:
 - 2015 WA + OR + ID + MT = 73
 - 2013 WA + OR + ID + MT = 71
 - 2015 West = 73
 - 2013 West = 72
 - 2015 National = 73
 - 2013 National = 73
- Areas where efforts to improve will most strengthen scores:
 - Category 1: Leadership
 - Category 7: Results
 - Category 6: Operations Focus
 - Category 4: Strategic Planning

Who Responded

2015 Walla Walla Employee Assessment Response		2013 - Count	2013 - %	2015 - Count	2015 - %
Overall		194	100%	205	100%
Supervisor?	Yes	60	33%	65	33%
	No	121	67%	133	67%
Age	18 to 24	1	1%	1	1%
	25 to 34	24	14%	42	21%
	35 to 44	54	31%	51	26%
	45 to 54	54	31%	57	29%
	55 to 64	43	24%	43	22%
	65 or over	1	1%	5	3%
Job Type	Public Safety (Fire, Police, EMS, etc.)	85	47%	81	41%
	Parks, Recreation, Culture, Events, Library	27	15%	24	12%
	Public Works	45	25%	50	25%
	Administrative	11	6%	19	10%
	Other	14	8%	23	12%



Available Tools

- Detailed responses by demographic group are “thermal mapped” so lower scores are red and higher scores are blue

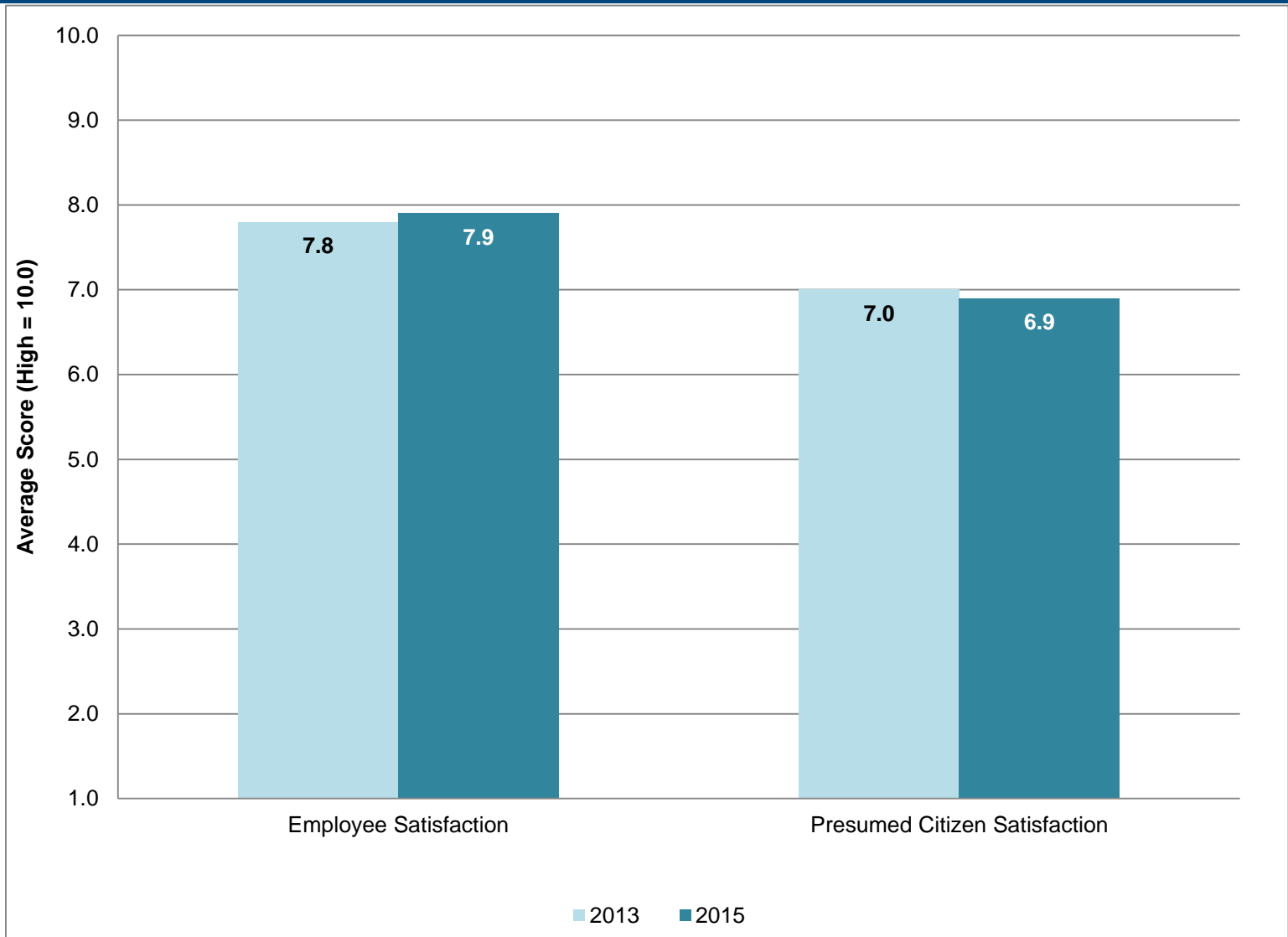
2015 Walla Walla Employee
Assessment Results Detail
(Scale 1 to 5, 5= Strongly Agree)

2015 Walla Walla Employee Assessment Results Detail (Scale 1 to 5, 5= Strongly Agree)		Category 3: Customer Focus					Category 4: Measurement, Analysis, and Knowledge Management					
		Q3a:Know my customers	Q3b:Engages customers on needs	Q3c:Asks customers about satisfaction	Q3d:I may solve customer problems	Q3e:Know WW's customers	Q4a:Know how to measure my work	Q4b:Make changes to improve my work	Q4c:Measures fit WW's measures	Q4d:Get important info	Q4e:Know how WW is doing	Q4f:Technical tools and resources
2013 Overall		4.4	4.1	3.5	4.1	4.2	4.2	3.9	3.6	3.5	3.3	3.6
2015 Overall		4.3	4.1	3.5	4.2	4.1	4.1	4.0	3.6	3.5	3.5	3.7
Supervisor?	Yes	4.5	4.1	3.6	4.3	4.3	4.3	4.1	3.7	3.5	3.7	3.7
	No	4.3	4.1	3.5	4.1	4.0	4.0	3.9	3.5	3.5	3.4	3.7
Age	18 to 24	2.0	4.0	2.0	4.0	4.0	4.0	4.0	2.0	4.0	4.0	4.0
	25 to 34	4.2	3.9	3.3	4.1	4.0	4.0	4.1	3.6	3.7	3.4	3.6
	35 to 44	4.5	4.2	3.5	4.2	4.2	4.0	3.9	3.5	3.4	3.5	3.8
	45 to 54	4.3	4.0	3.5	4.1	4.0	4.2	3.8	3.5	3.5	3.5	3.7
	55 to 64	4.3	4.2	3.7	4.2	4.1	4.3	4.2	3.8	3.7	3.7	3.8
	65 or over	4.6	4.0	3.8	4.3	4.3	4.4	4.4	4.3	3.6	4.0	3.4
Job Type	Public Safety (Fire, Police, EMS, etc.)	4.3	4.1	3.4	4.3	4.0	4.0	3.9	3.5	3.6	3.5	3.8
	Parks, Recreation, Culture, Events, Library	4.4	4.3	3.6	4.0	4.3	4.3	4.2	3.8	3.7	3.8	3.8
	Public Works	4.2	4.0	3.6	3.9	4.0	4.1	3.9	3.6	3.6	3.4	3.6
	Administrative	4.6	4.1	3.6	4.2	4.4	4.2	4.1	3.8	3.5	3.7	3.9
	Other	4.5	4.0	3.7	4.1	4.1	4.0	4.0	3.6	3.1	3.3	3.6

Results

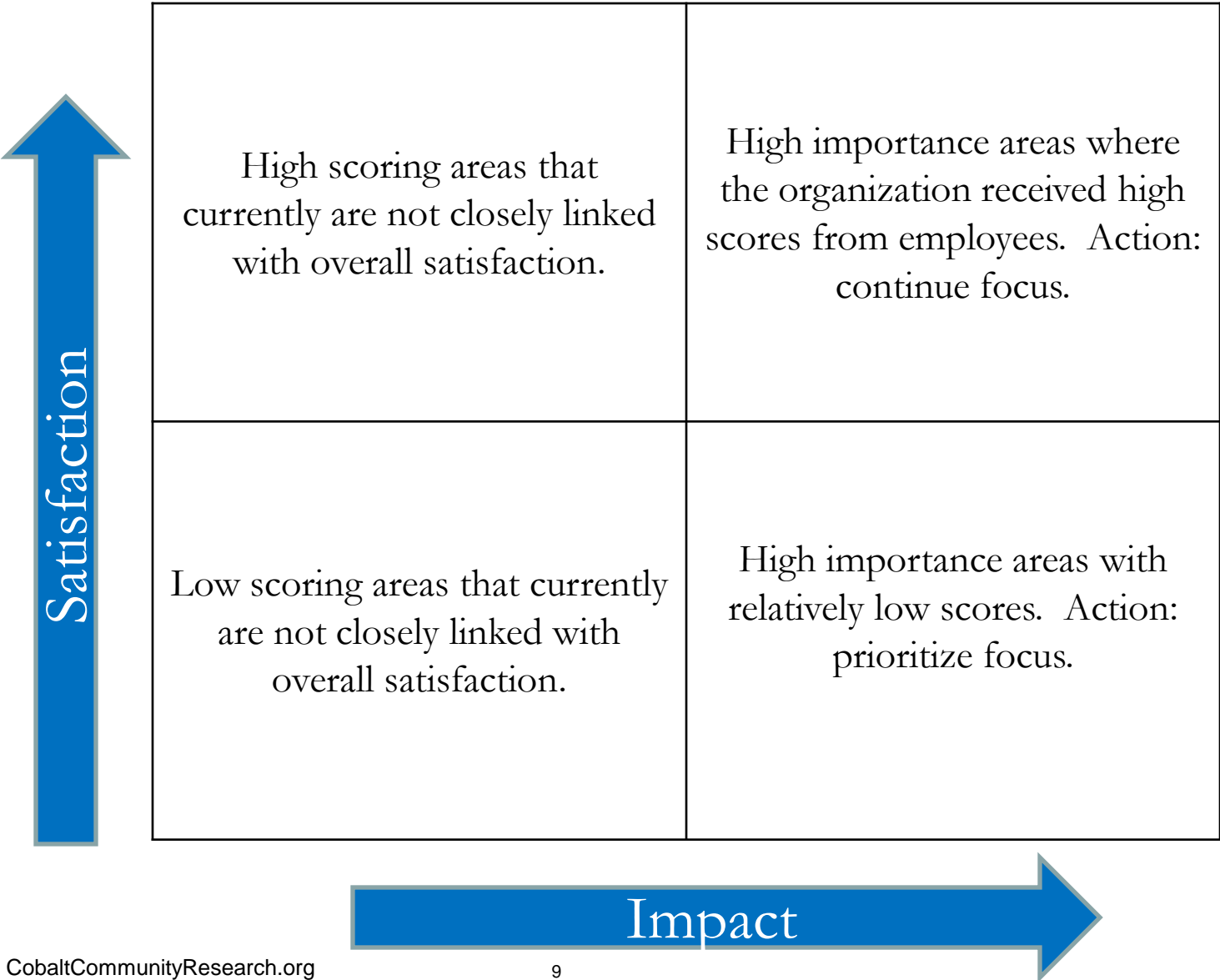


Satisfaction Scores

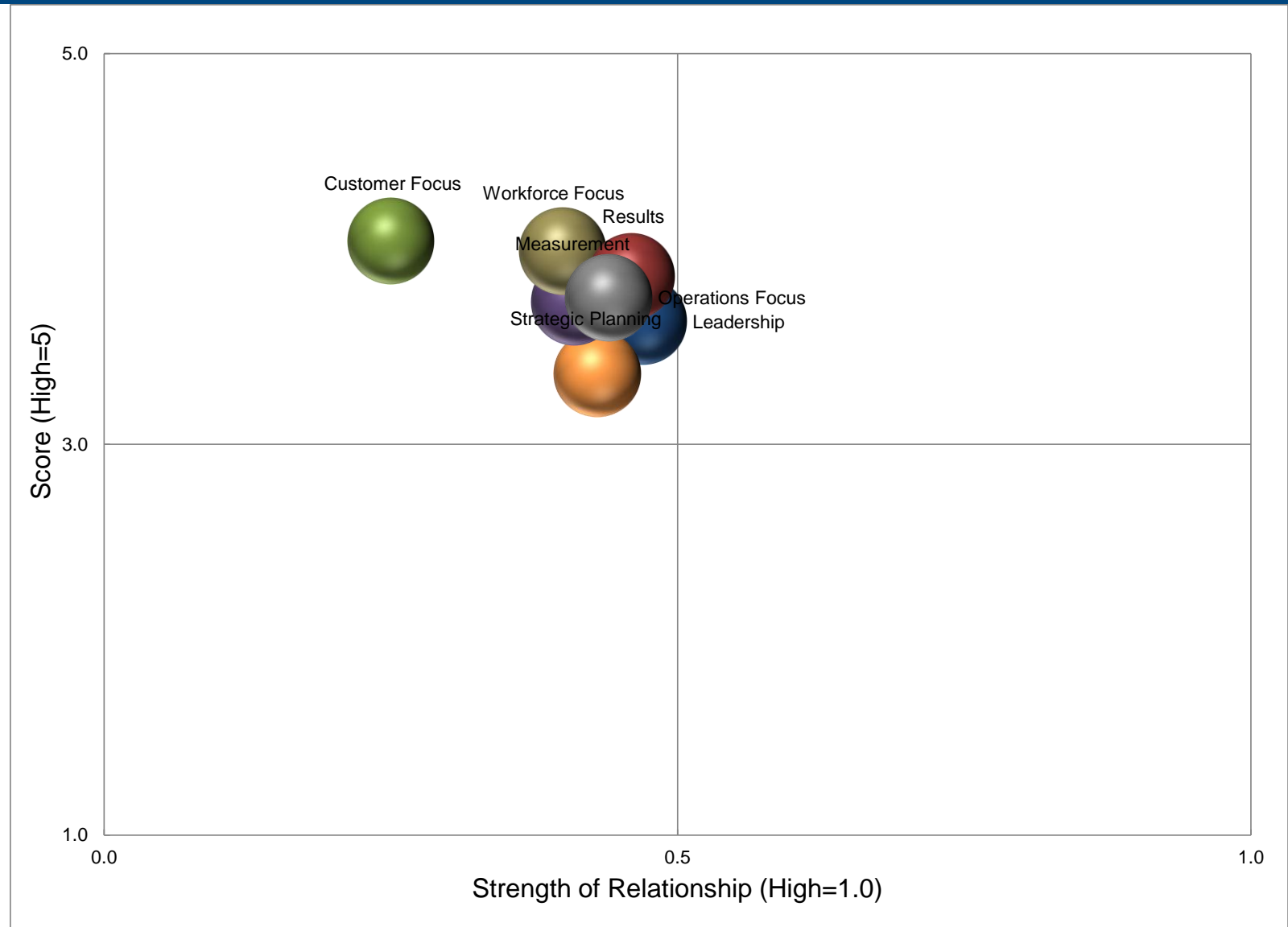




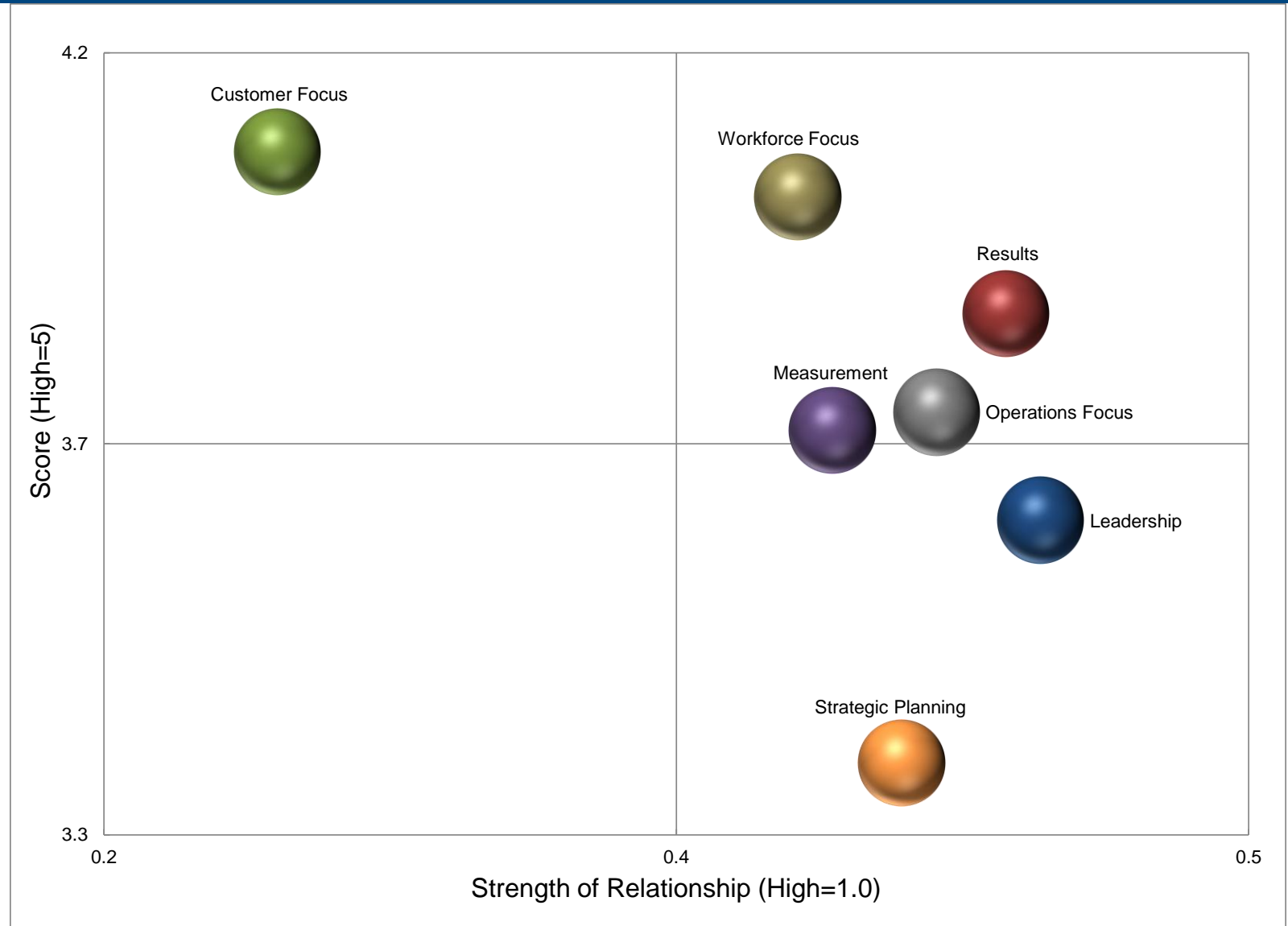
Understanding the Charts: Drivers



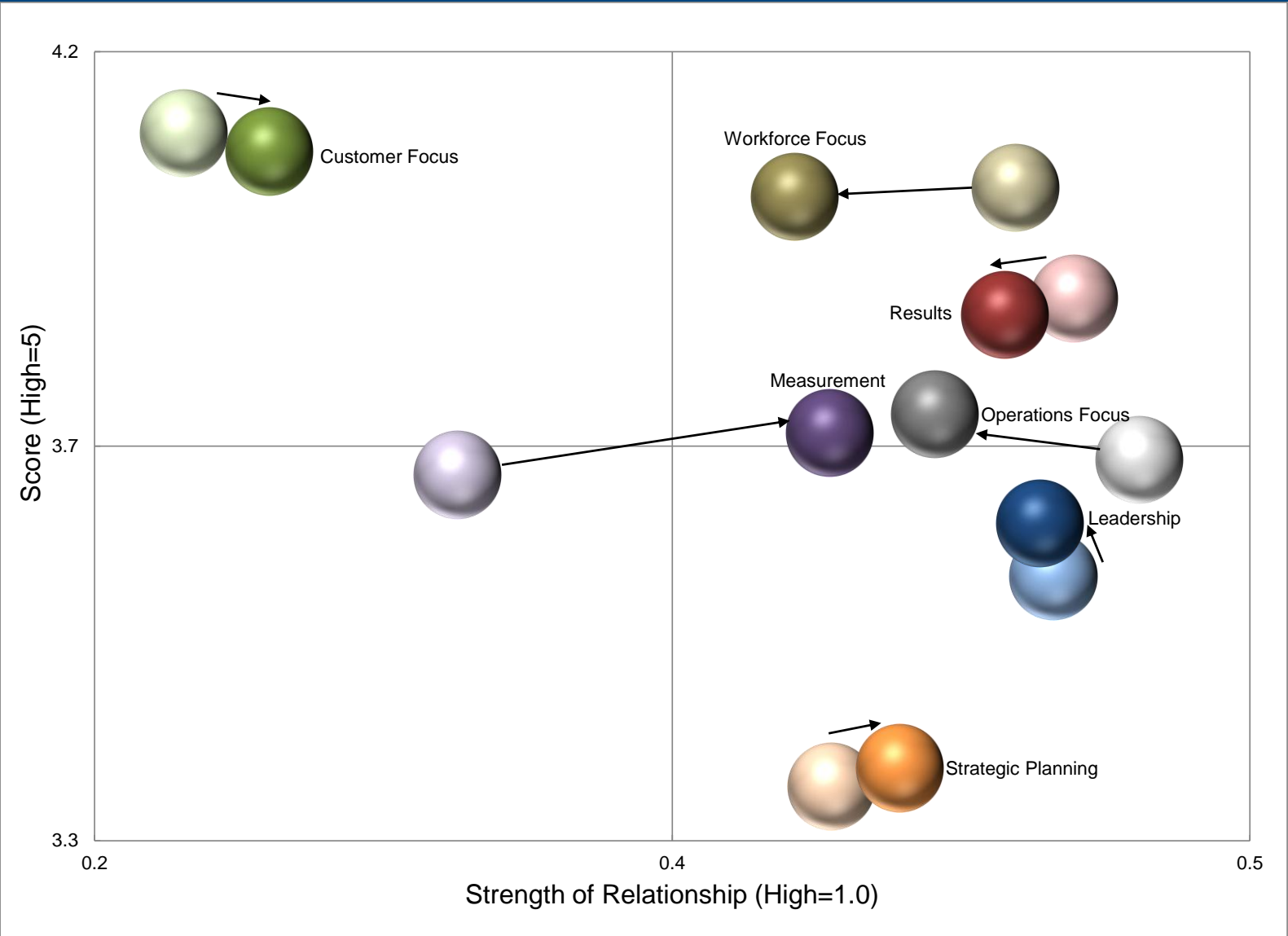
2015 Drivers by Category



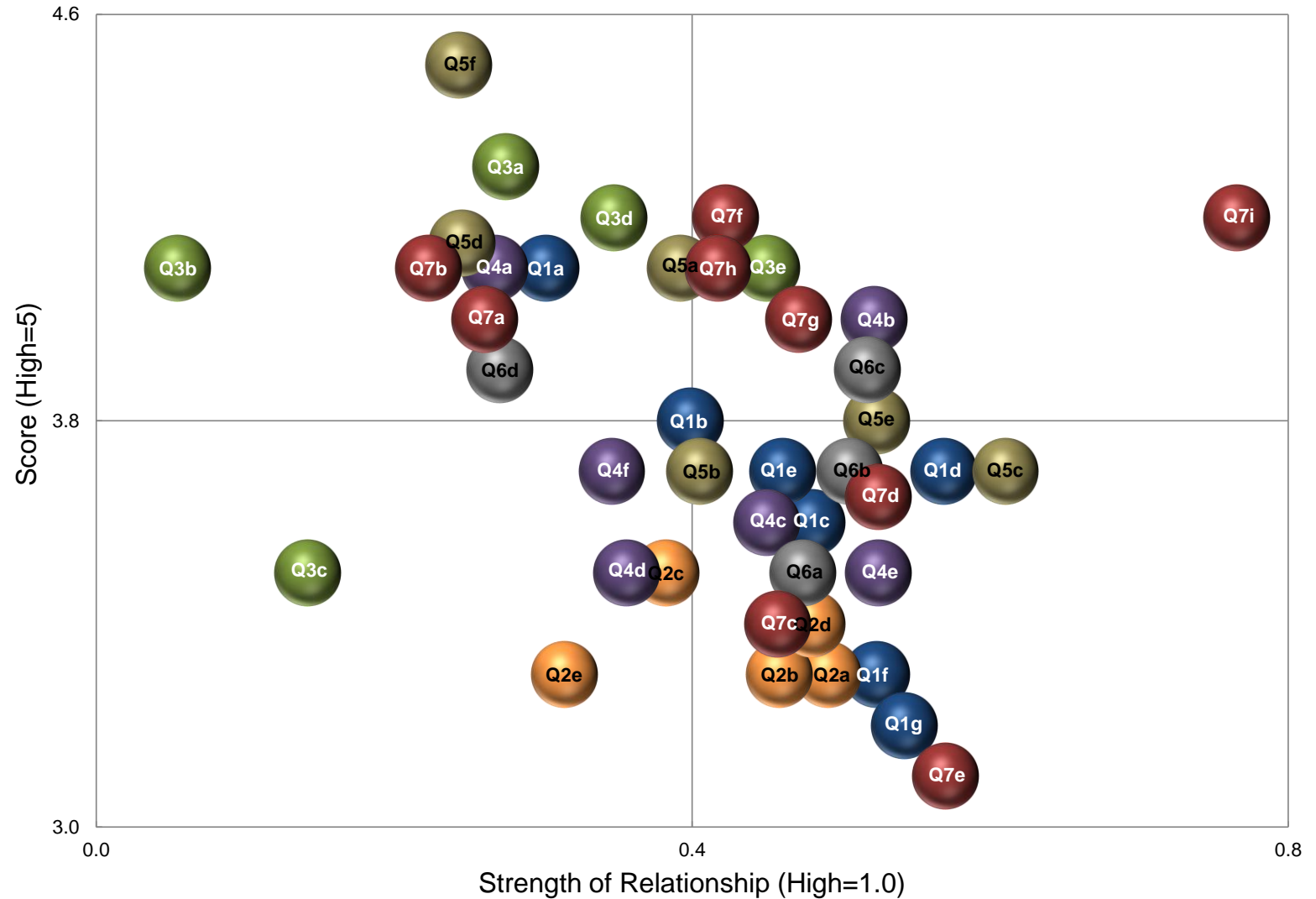
2015 Drivers by Category



Drivers by Category Compared to 2013

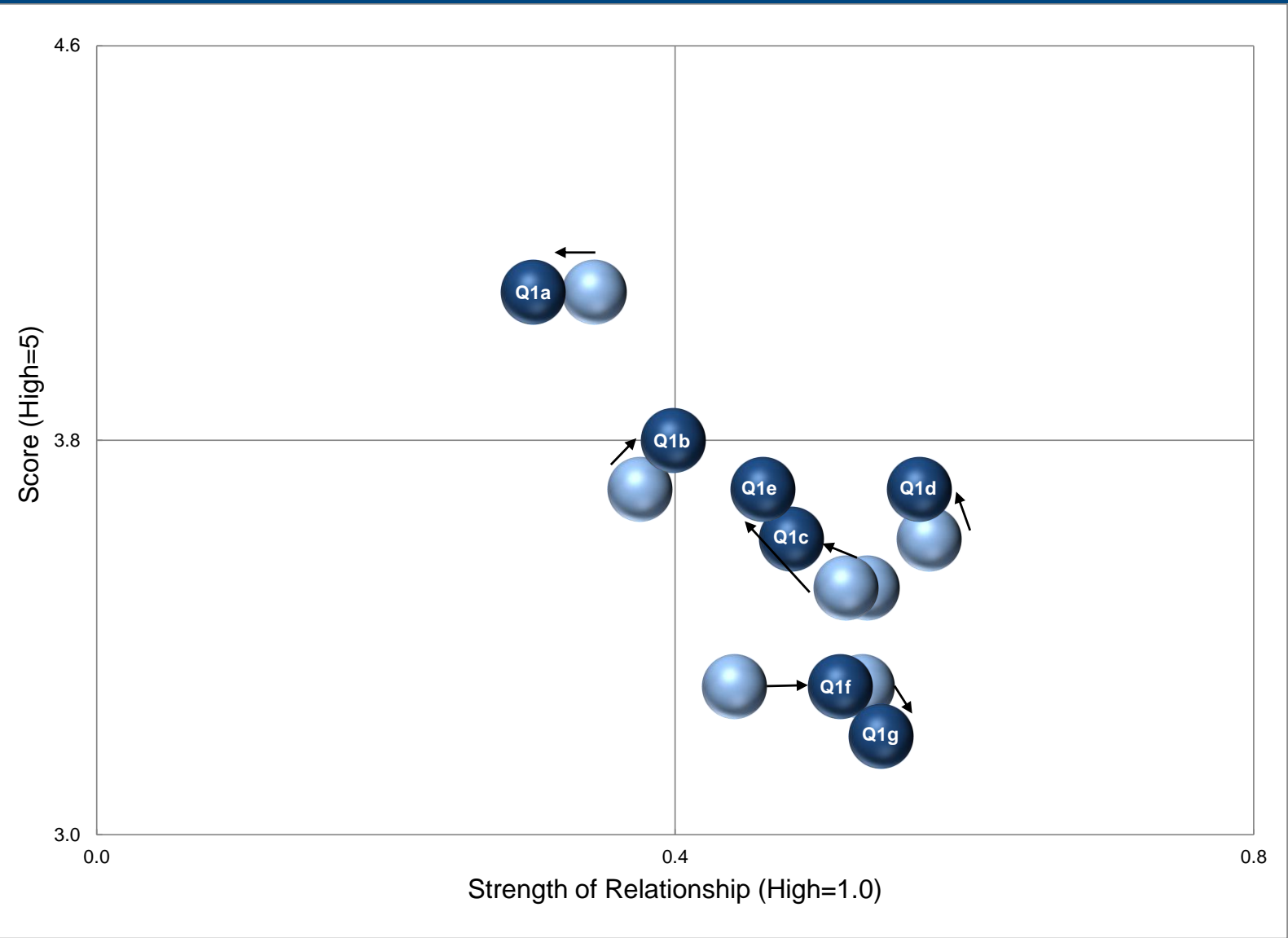


2015 Drivers by Question



Leadership: Compared to 2013

- Q1a:Mission
- Q1b:Vision
- Q1c:Values Guide
- Q1d:Create helpful work environment
- Q1e:Share info
- Q1f:Asks what I think
- Q1g:Values my suggestions



Strategic Planning: Compared to 2013

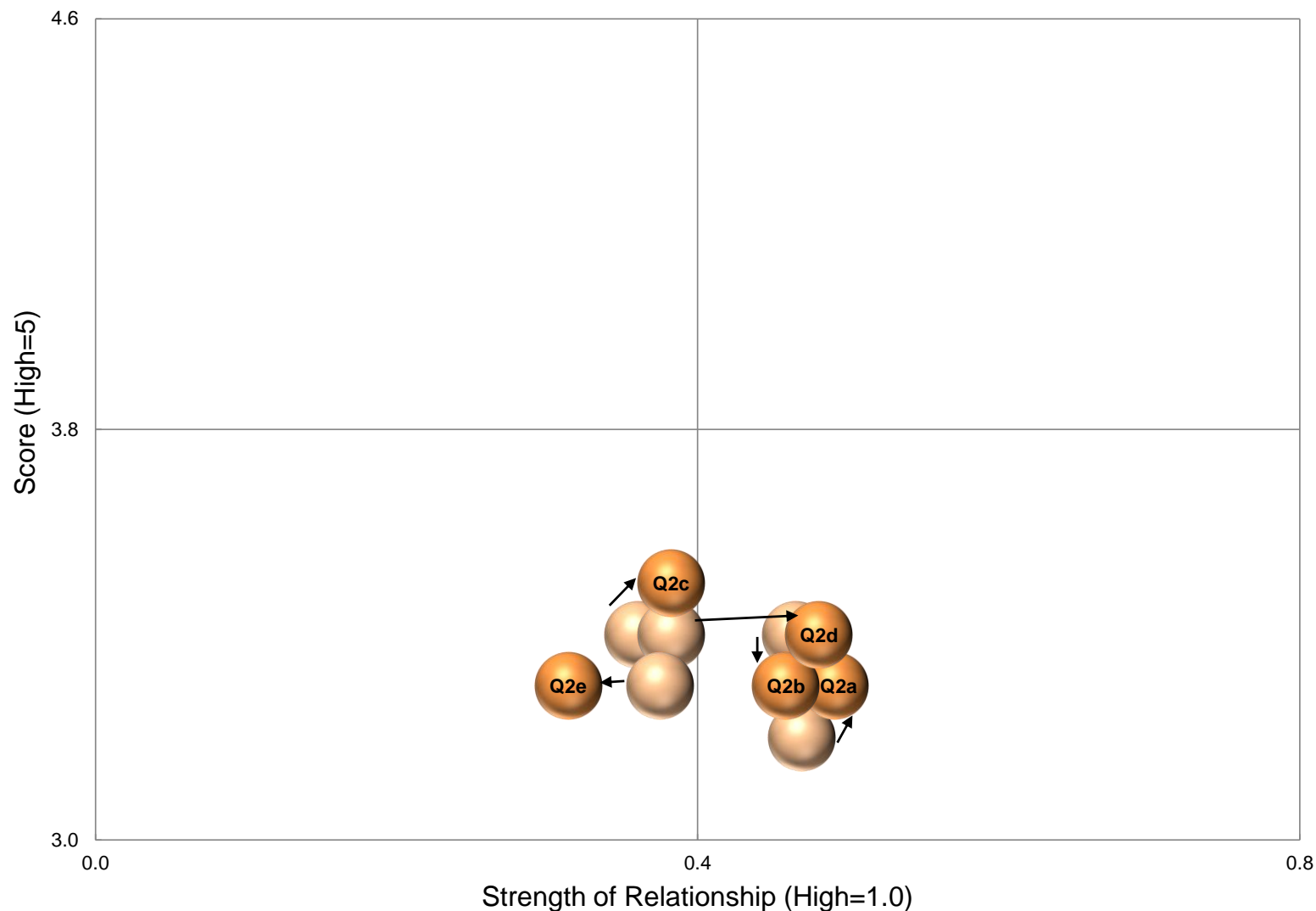
Q2a: Asks for my ideas

Q2b: Encourages new ideas

Q2c: How plan will affect me

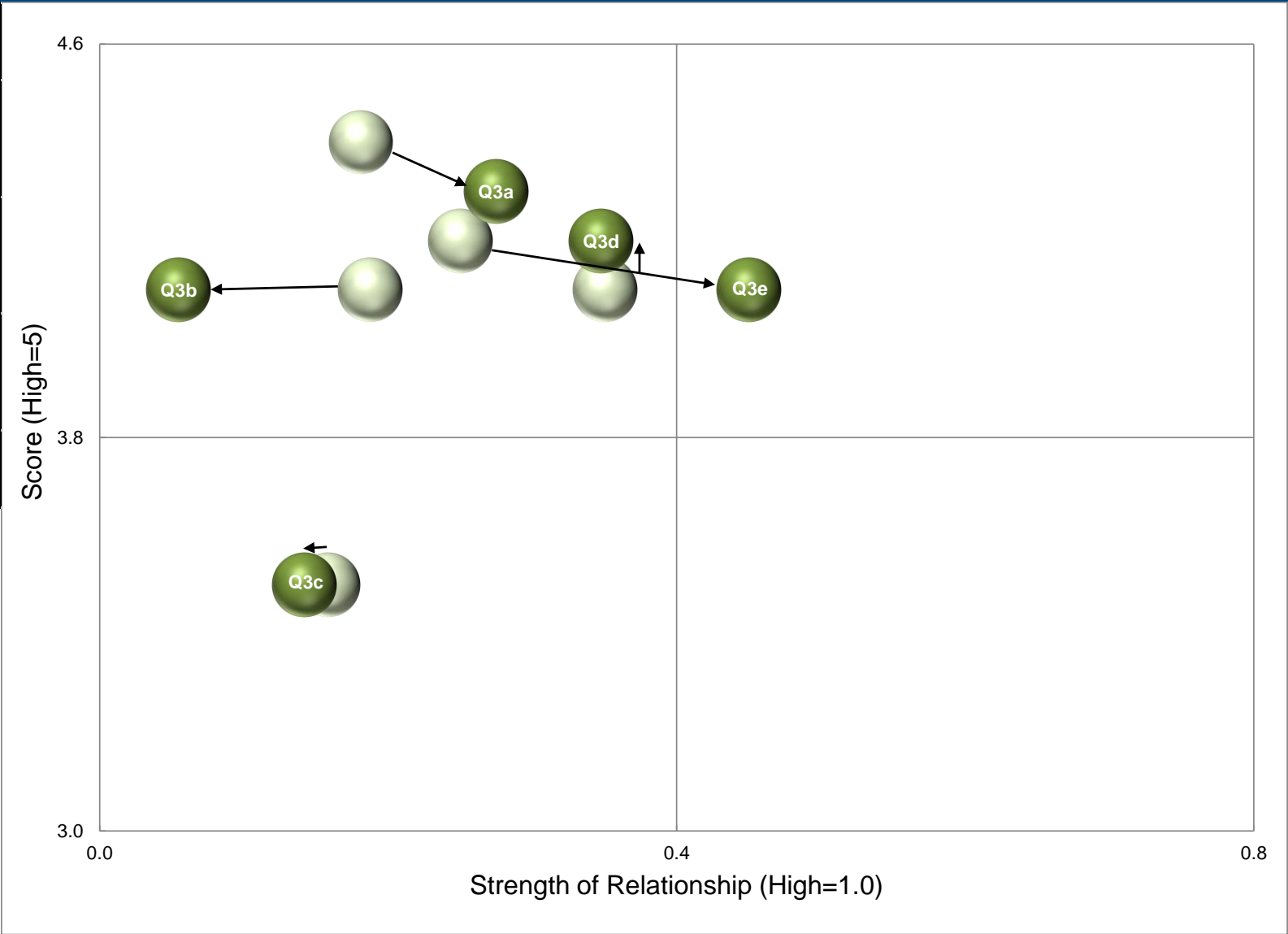
Q2d: How to see progress

Q2e: Flexible/changes when needed

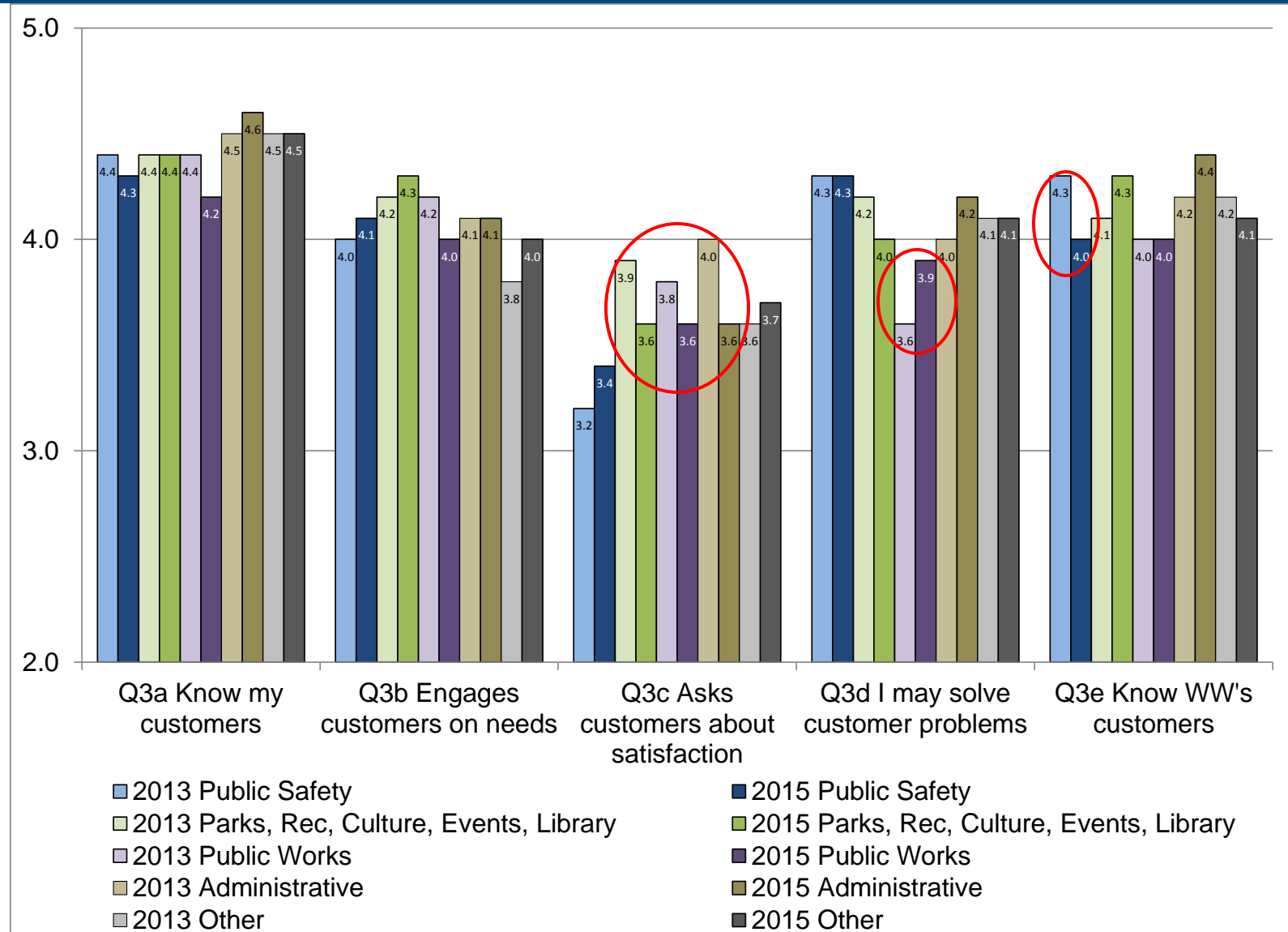


Customer Focus: Compared to 2013

- Q3a: Know my customers
- Q3b: Engages customers on needs
- Q3c: Asks customers about satisfaction
- Q3d: I may solve customer problems
- Q3e: Know WW's customers

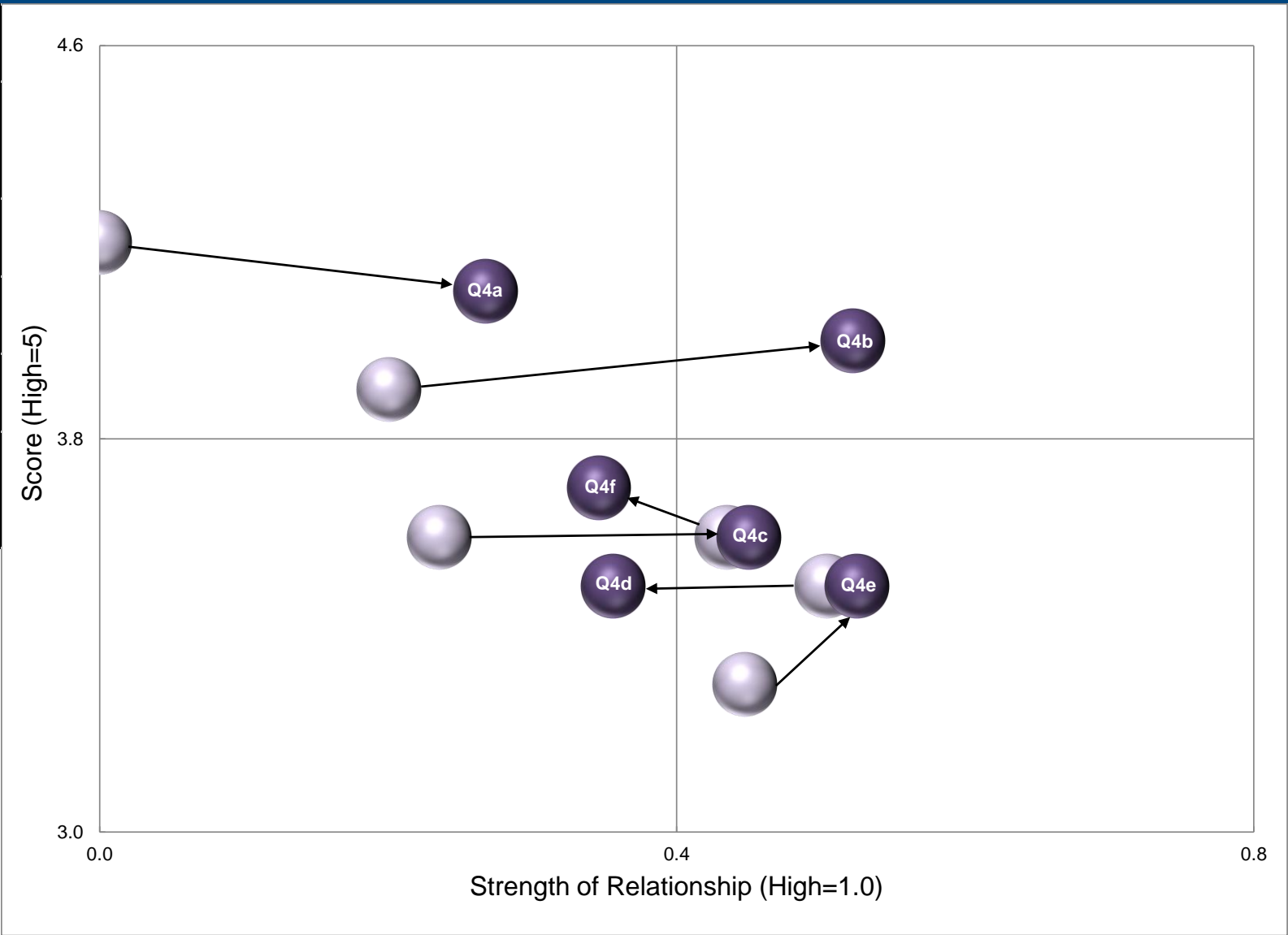


Customer Focus: Compared to 2013 by Job Type

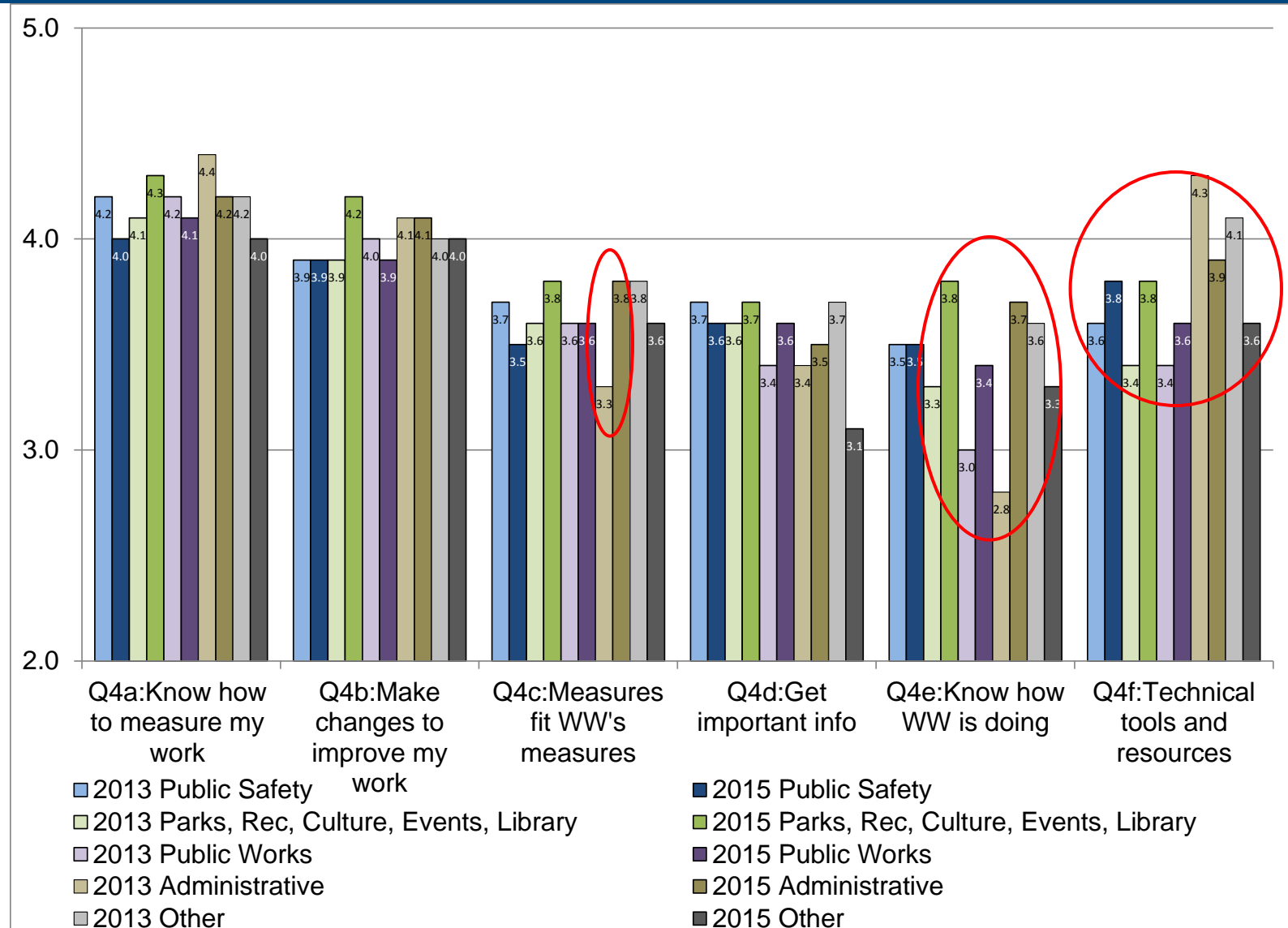


Measurement: Compared to 2013

- Q4a: Know how to measure my work
- Q4b: Make changes to improve my work
- Q4c: Measures fit WW's measures
- Q4d: Get important info
- Q4e: Know how WW is doing
- Q4f: Technical tools and resources

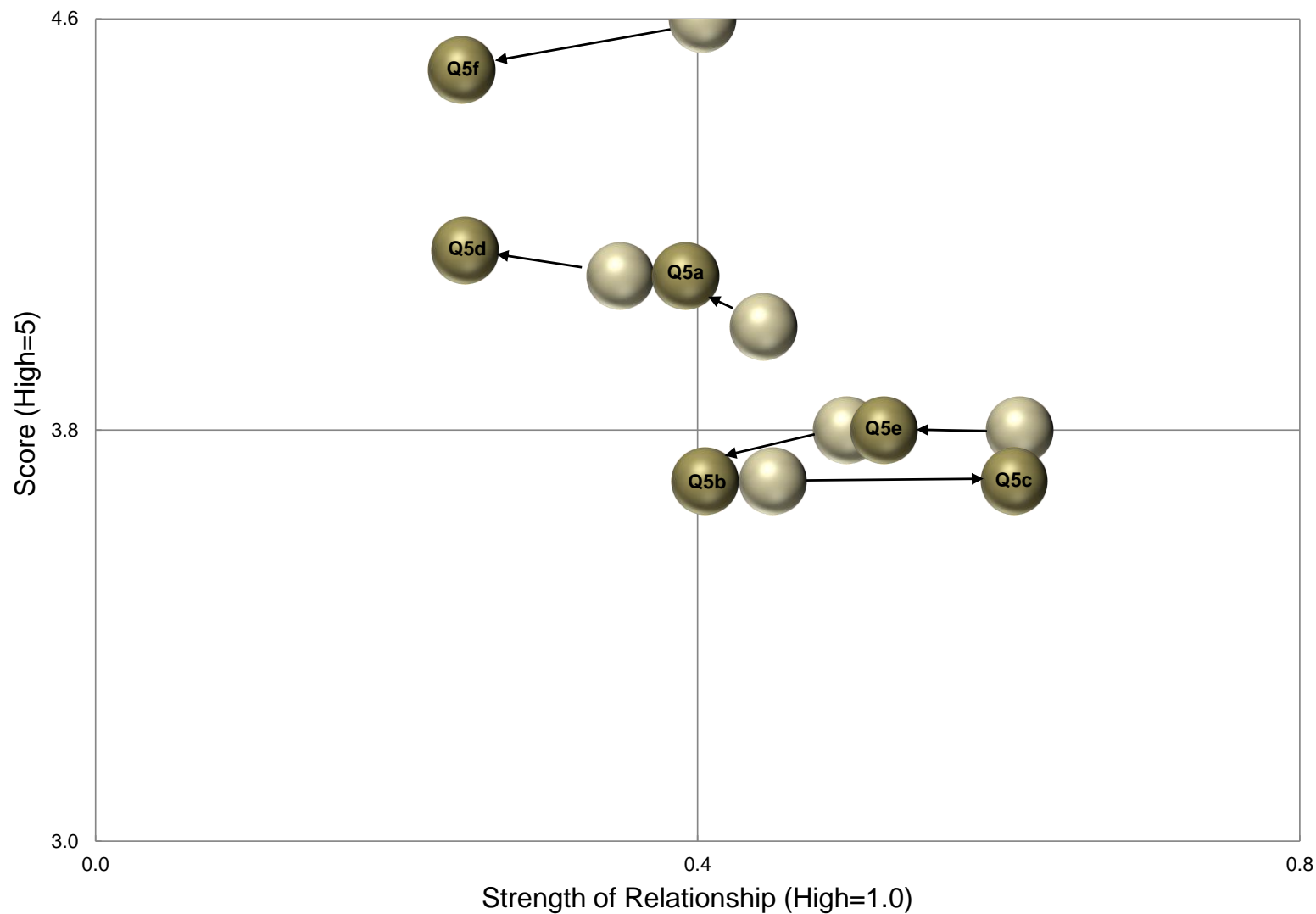


Measurement: Compared to 2013 by Job Type



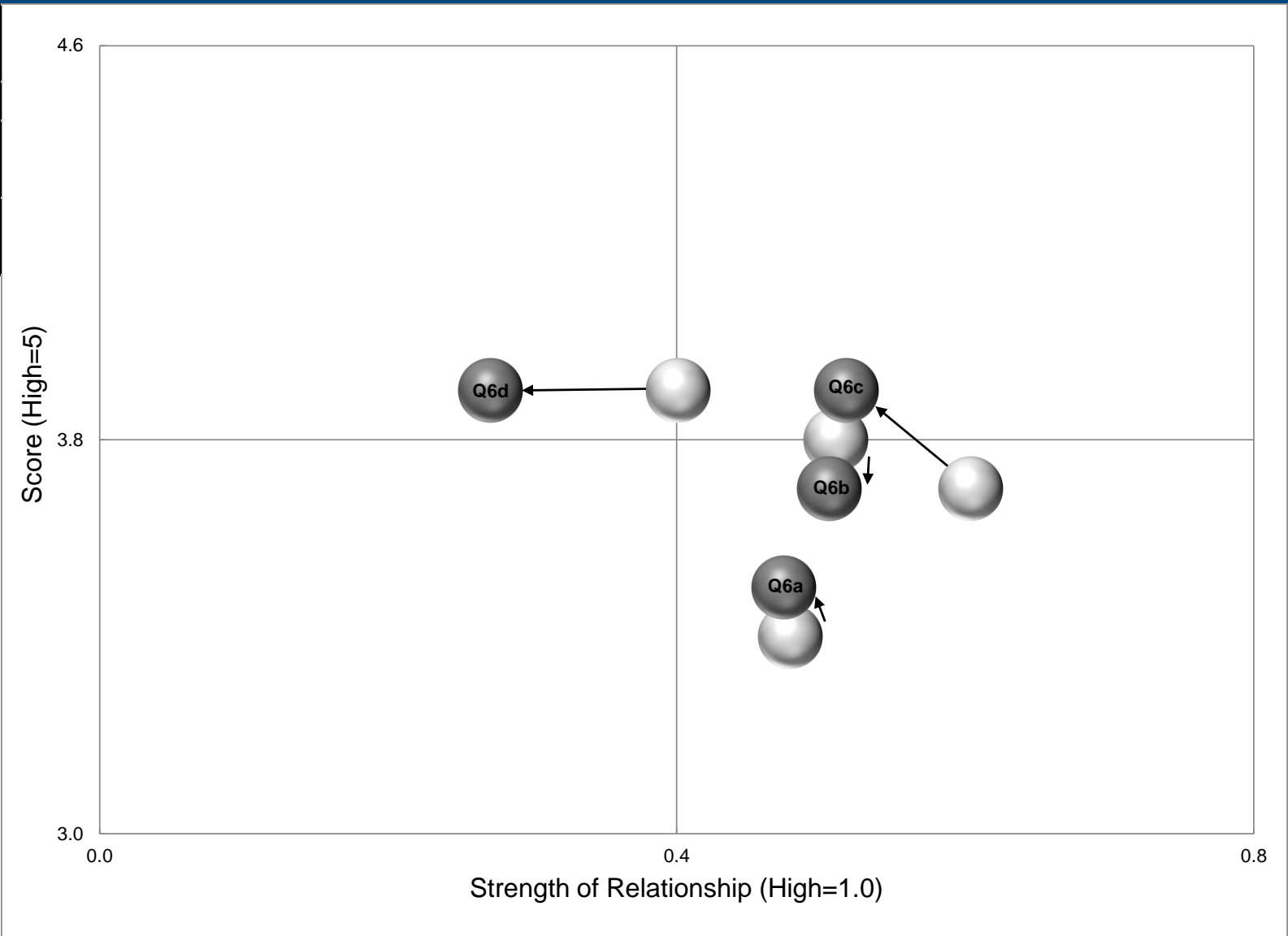
Workforce Focus: Compared to 2013

Q5a: Work as a team
Q5b: Bosses encourage development
Q5c: Recognition
Q5d: Safe workplace
Q5e: Care about me
Q5f: Commitment



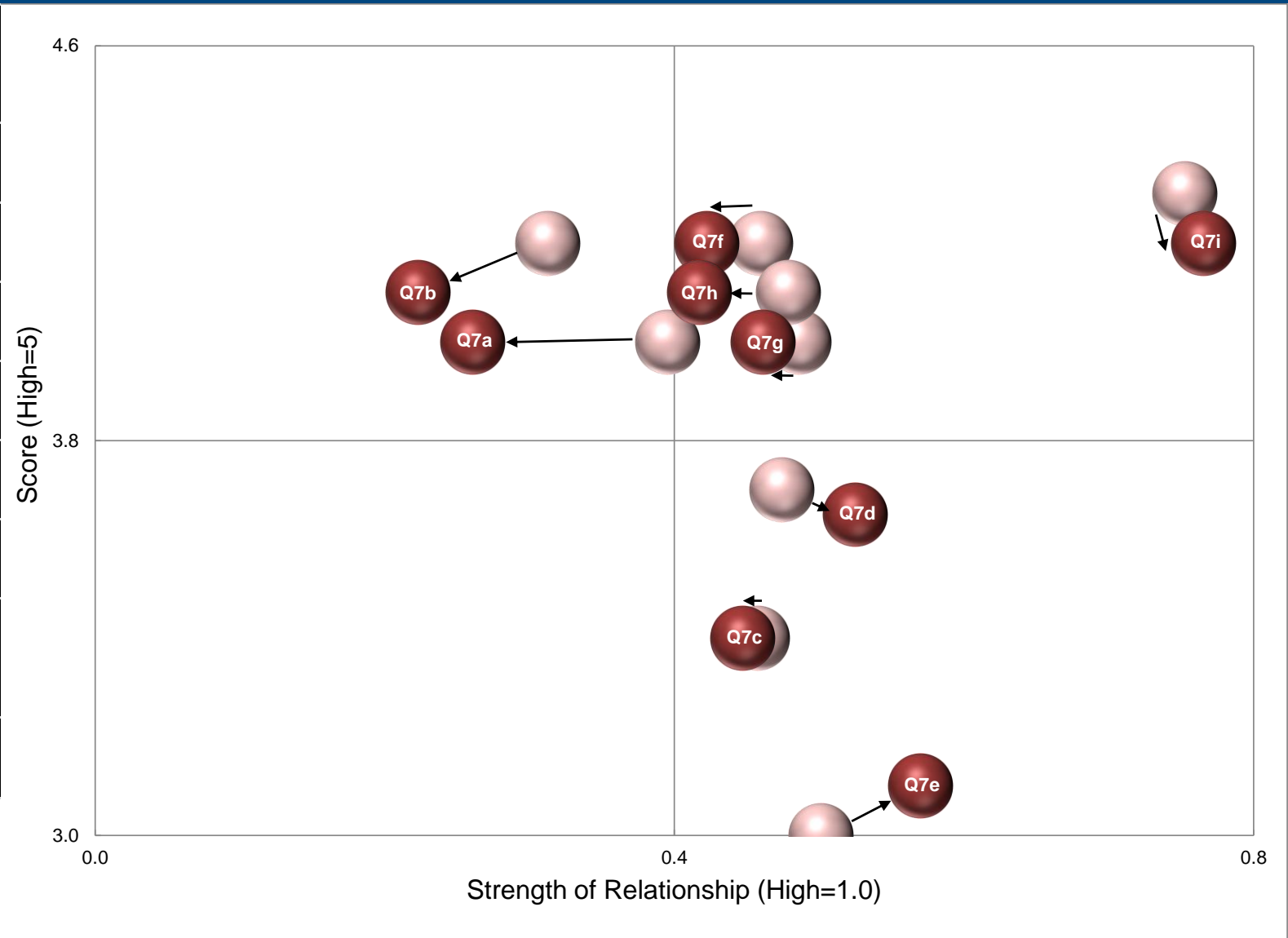
Operations Focus: Compared to 2013

- Q6a:Resource needs met
- Q6b:Processes
- Q6c:Control over processes
- Q6d:Emergency preparedness

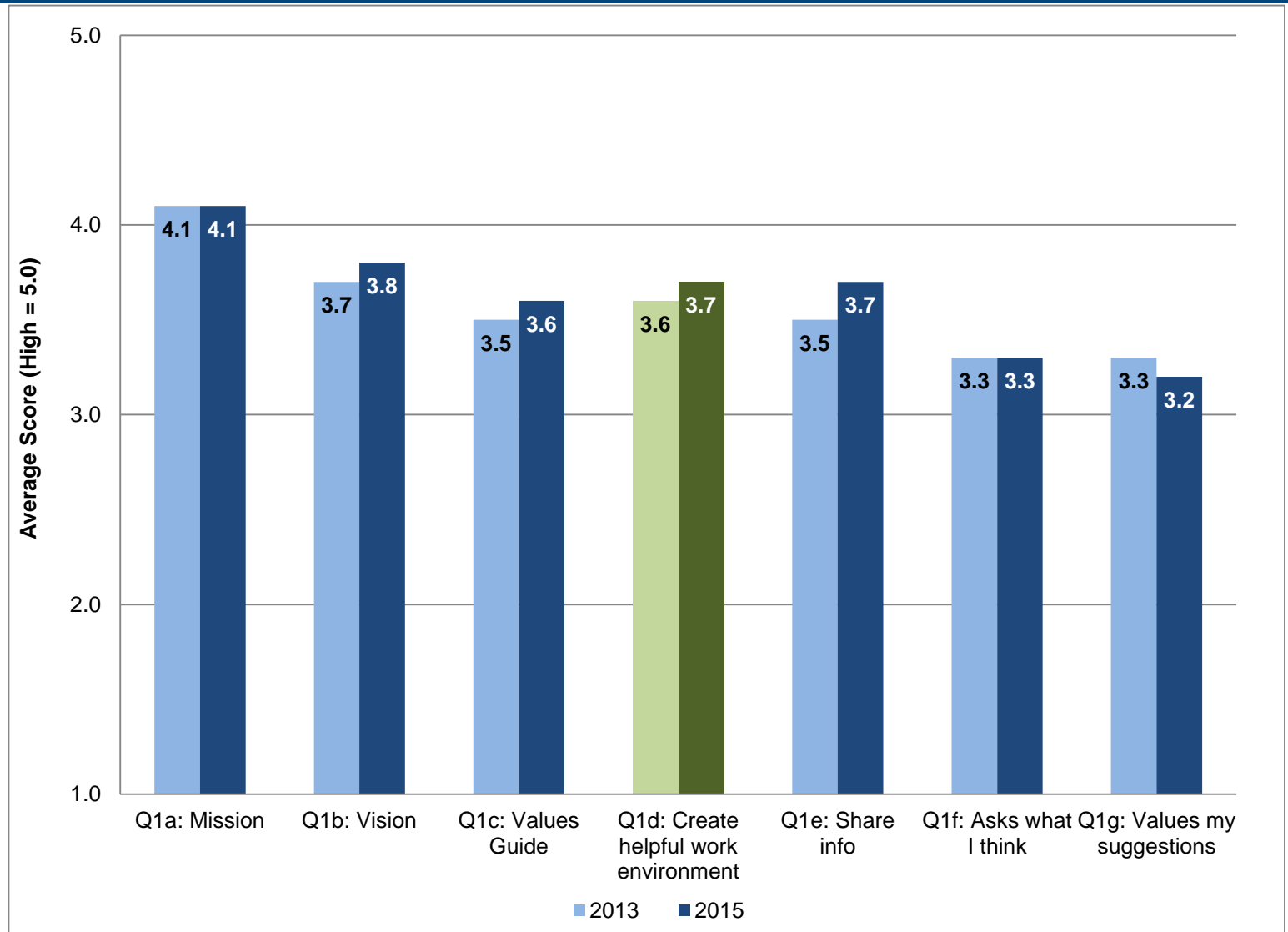


Results: Compared to 2013

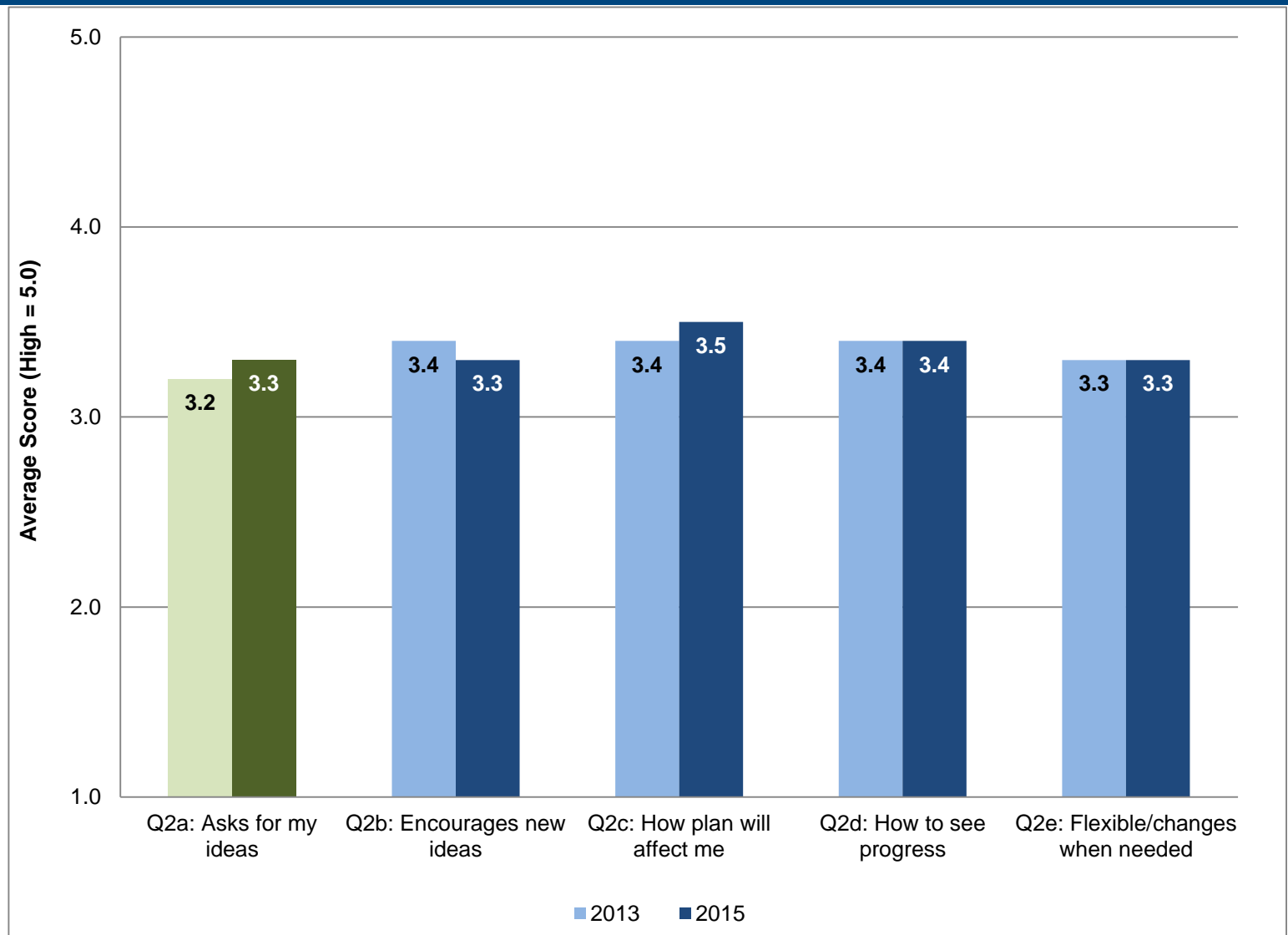
- Q7a:Work products meet requirements
- Q7b:Customers satisfied
- Q7c:Know WW's financial status
- Q7d:Right people and skills
- Q7e:Supports progress
- Q7f:Obeys laws and regulations
- Q7g:Standards and ethics
- Q7h:Helps me help my community
- Q7i:Good place to work



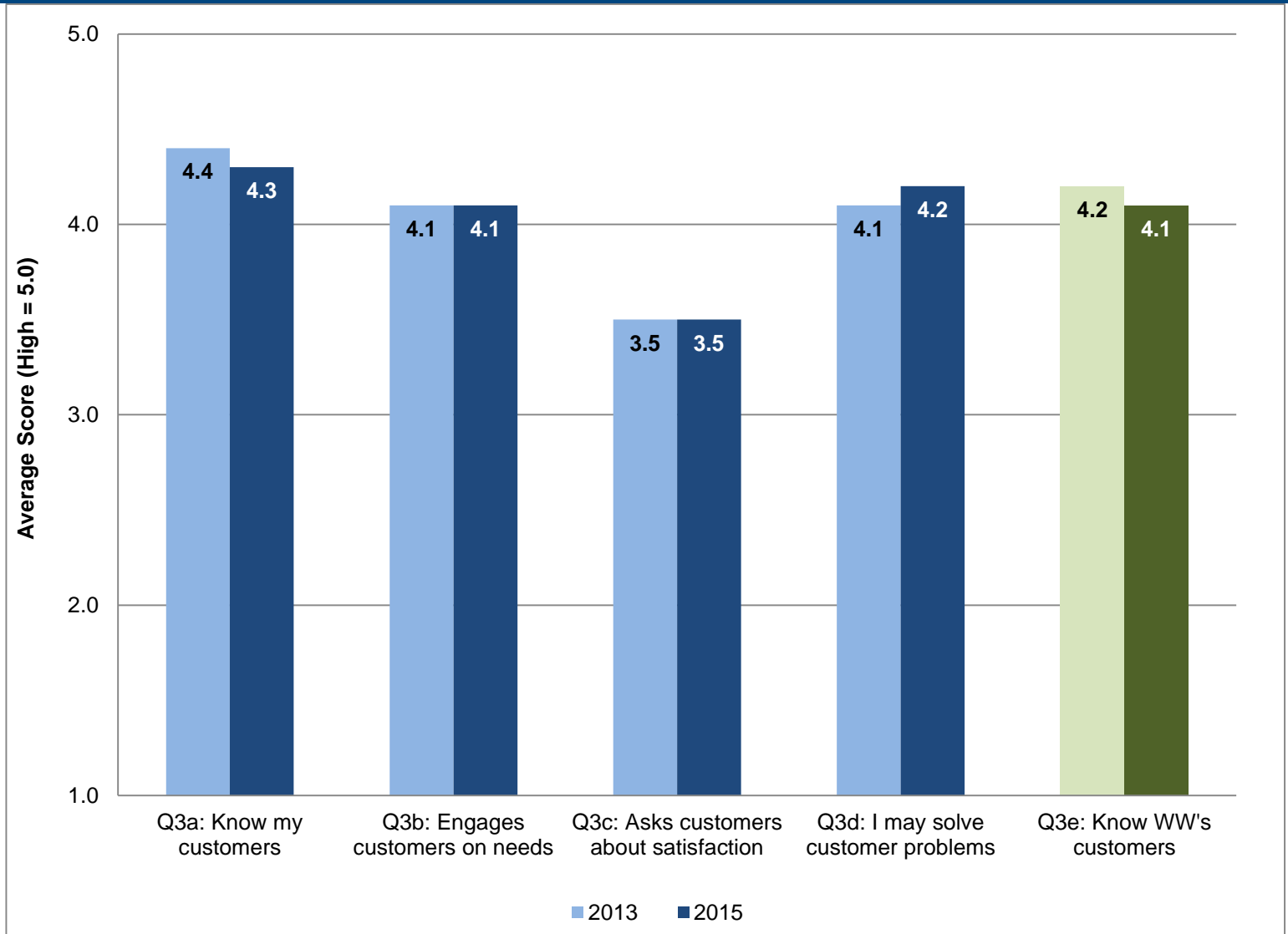
Category 1: Leadership



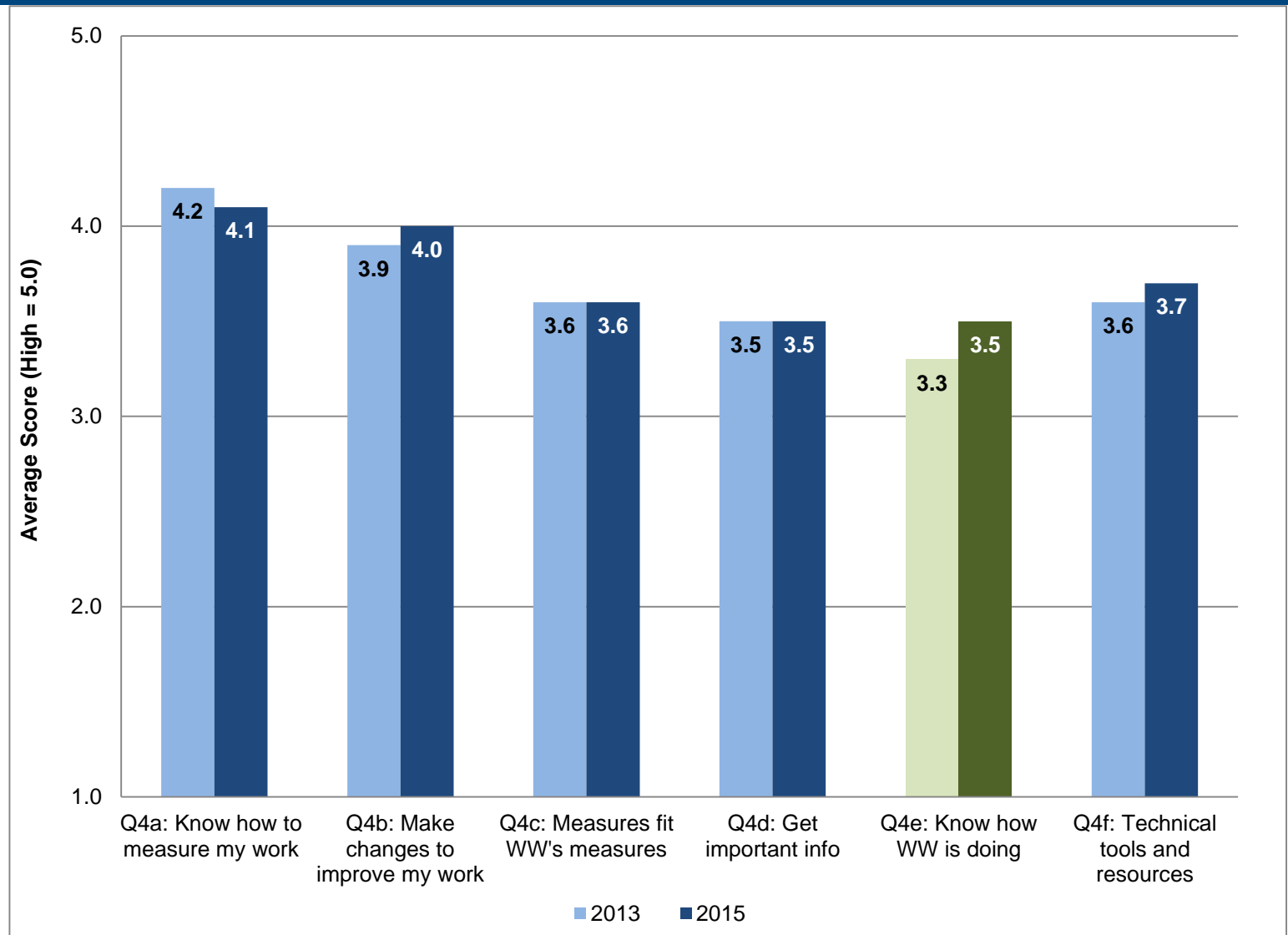
Category 2: Strategic Planning



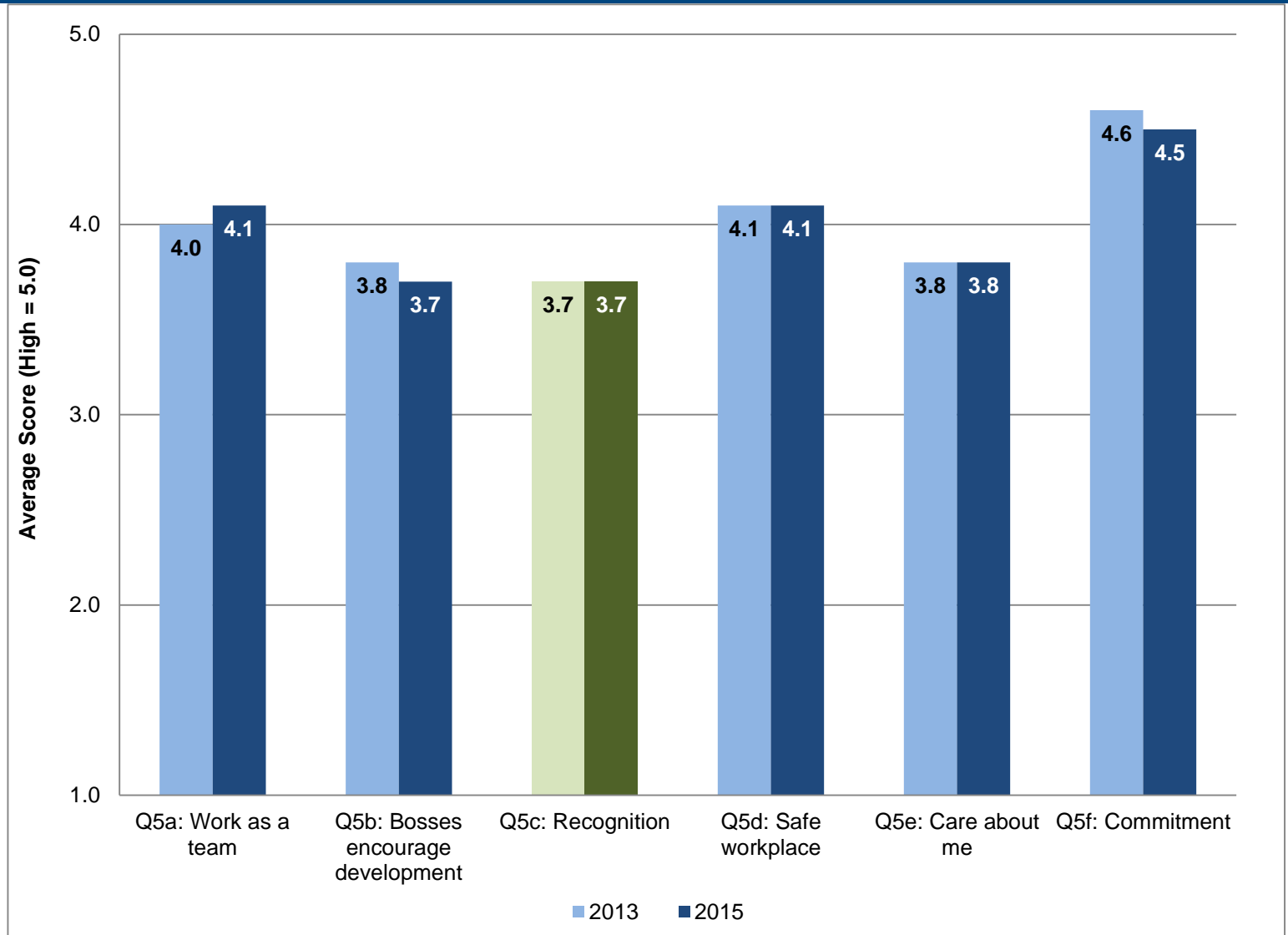
Category 3: Customer Focus



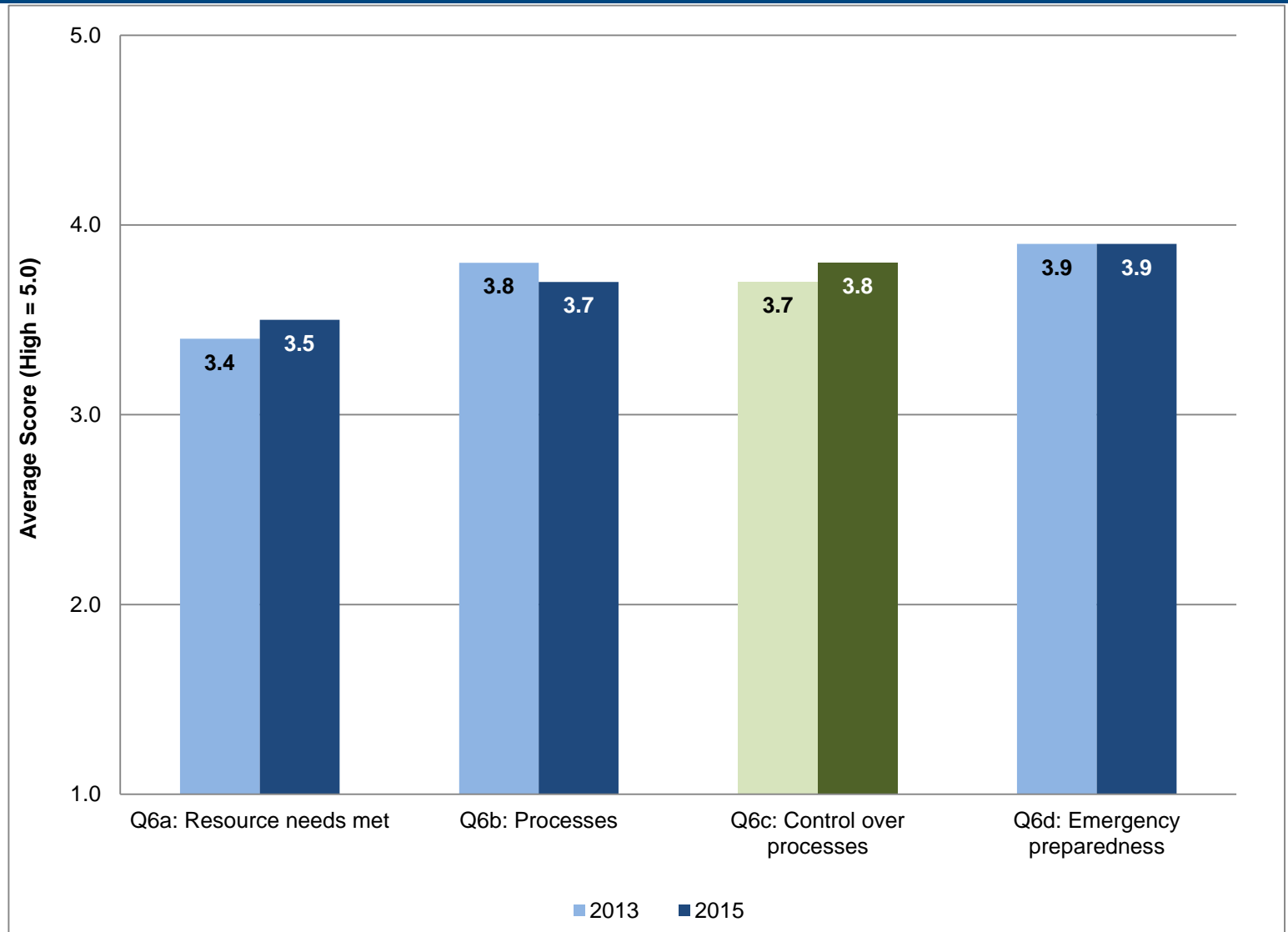
Category 4: Measurement, Analysis, and Knowledge Management



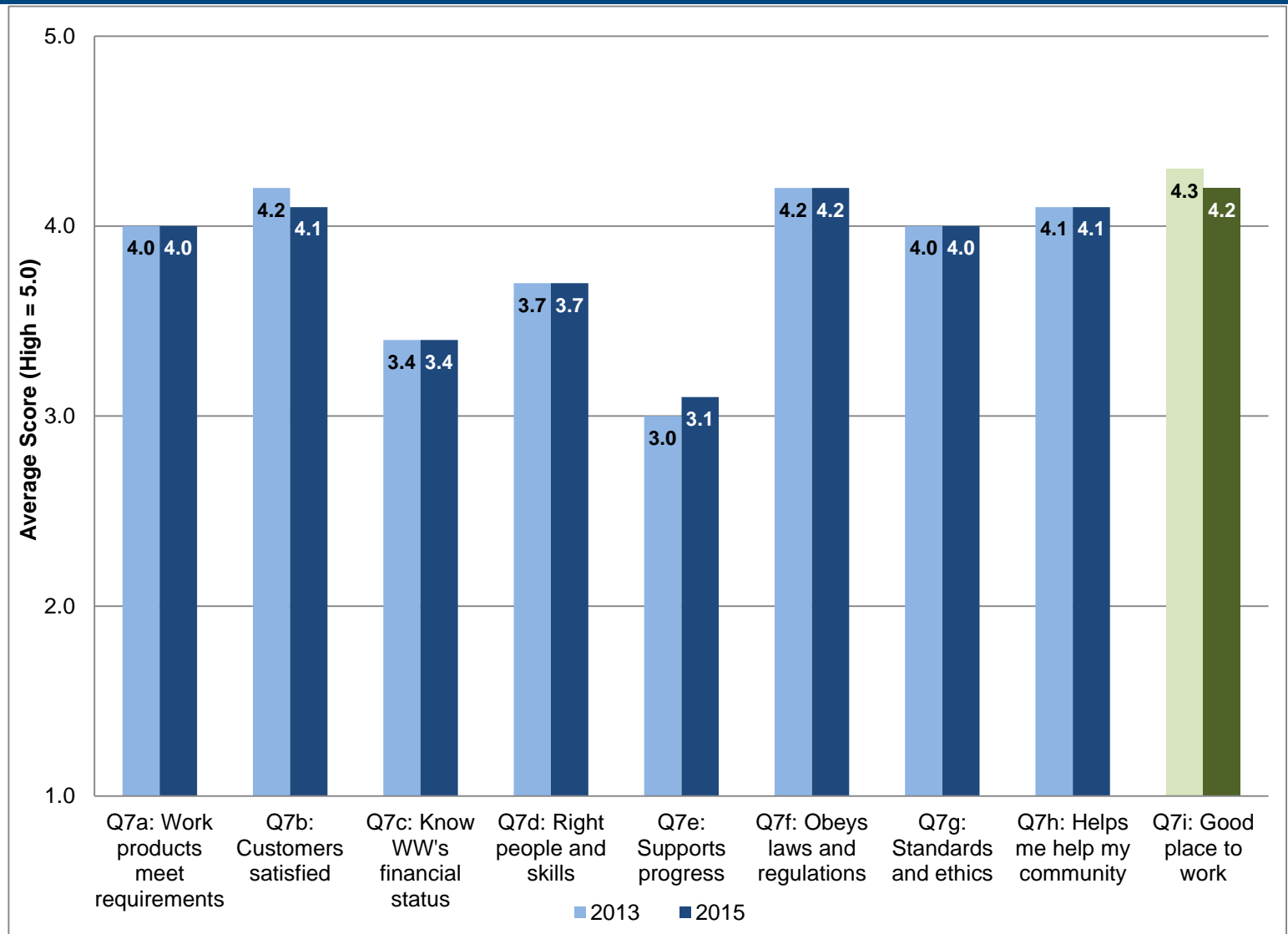
Category 5: Workforce Focus



Category 6: Operations Focus



Category 7: Results





Top Themes:

1. **Employee** (More staff, concerns with morale [especially union employees])
2. **Departments** (Improve processes for direct service providers [utilities, police, etc.], more communication within departments, team building activities)
3. **Management** (Communicate more with employees, provide more recognition, emergency management procedures/trainings)

Strategy is About Action: Improve Performance to Improve Outcomes

The diagram at the right provides a framework for following up on this survey.

- The first step (measurement) is complete. This measurement helps prioritize resources and create a baseline against which progress can be measured.
- The second step is to use internal teams to further analyze the results and form ideas about why respondents answered as they did and potential actions in response.
- The third step is to validate ideas and potential actions through conversations with employees and line staff – do the ideas and actions make sense. Focus groups, short special-topic surveys and benchmarking are helpful.
- The fourth step is to provide staff with the skills and tools to effectively implement the actions.
- The fifth step is to execute the actions.
- The final step is to re-measure to ensure progress was made and track changes in resident needs.

